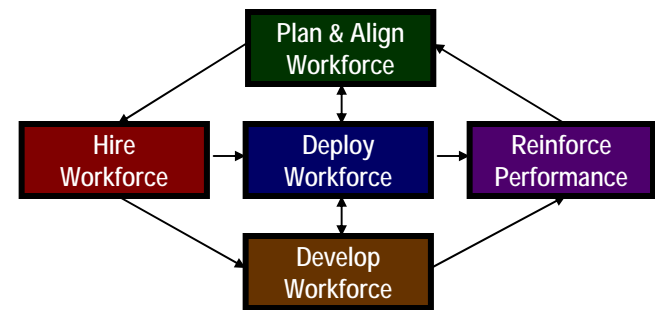

State of Washington
Washington State Historical Society

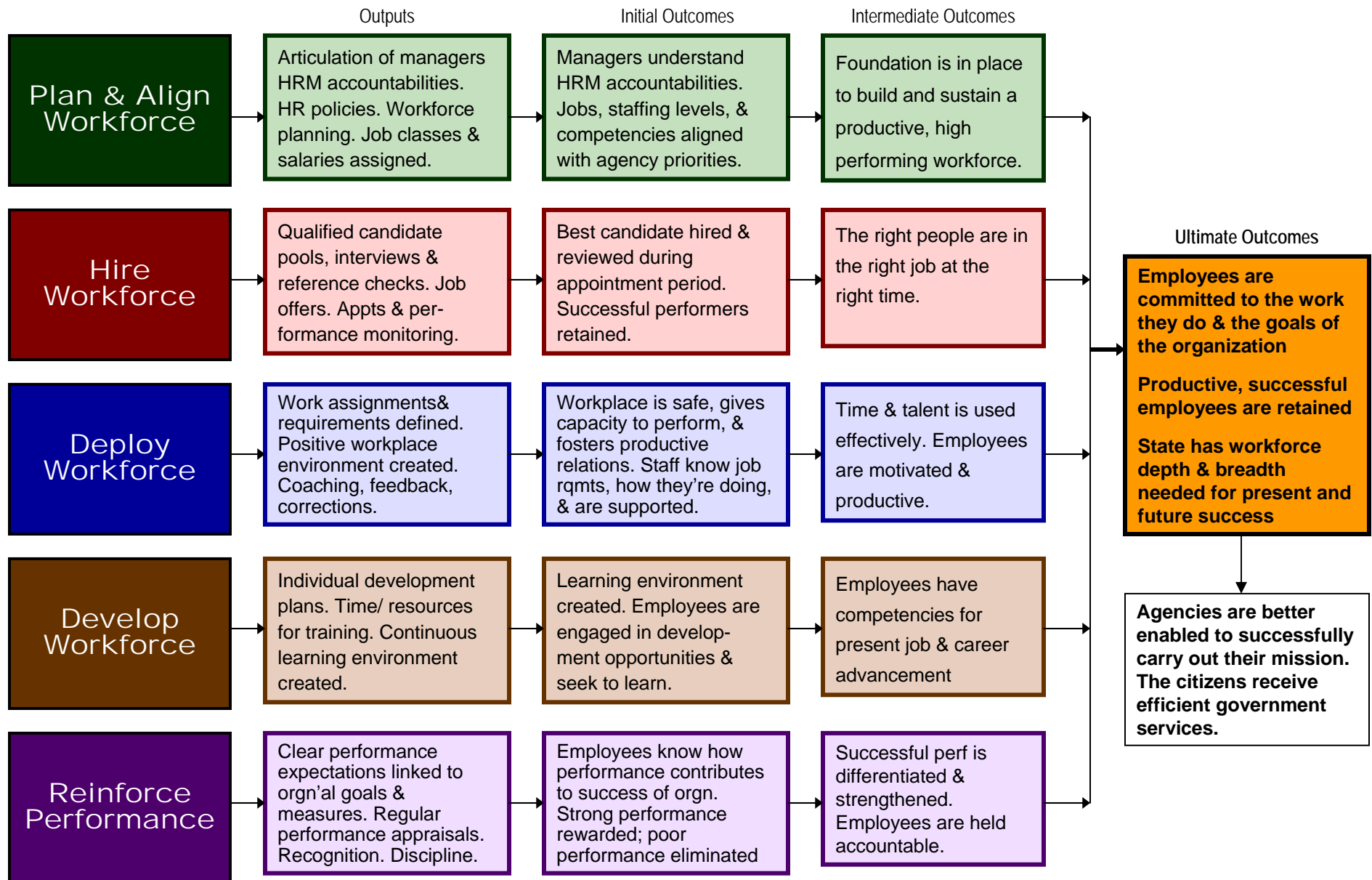
Human Resource
Management Report



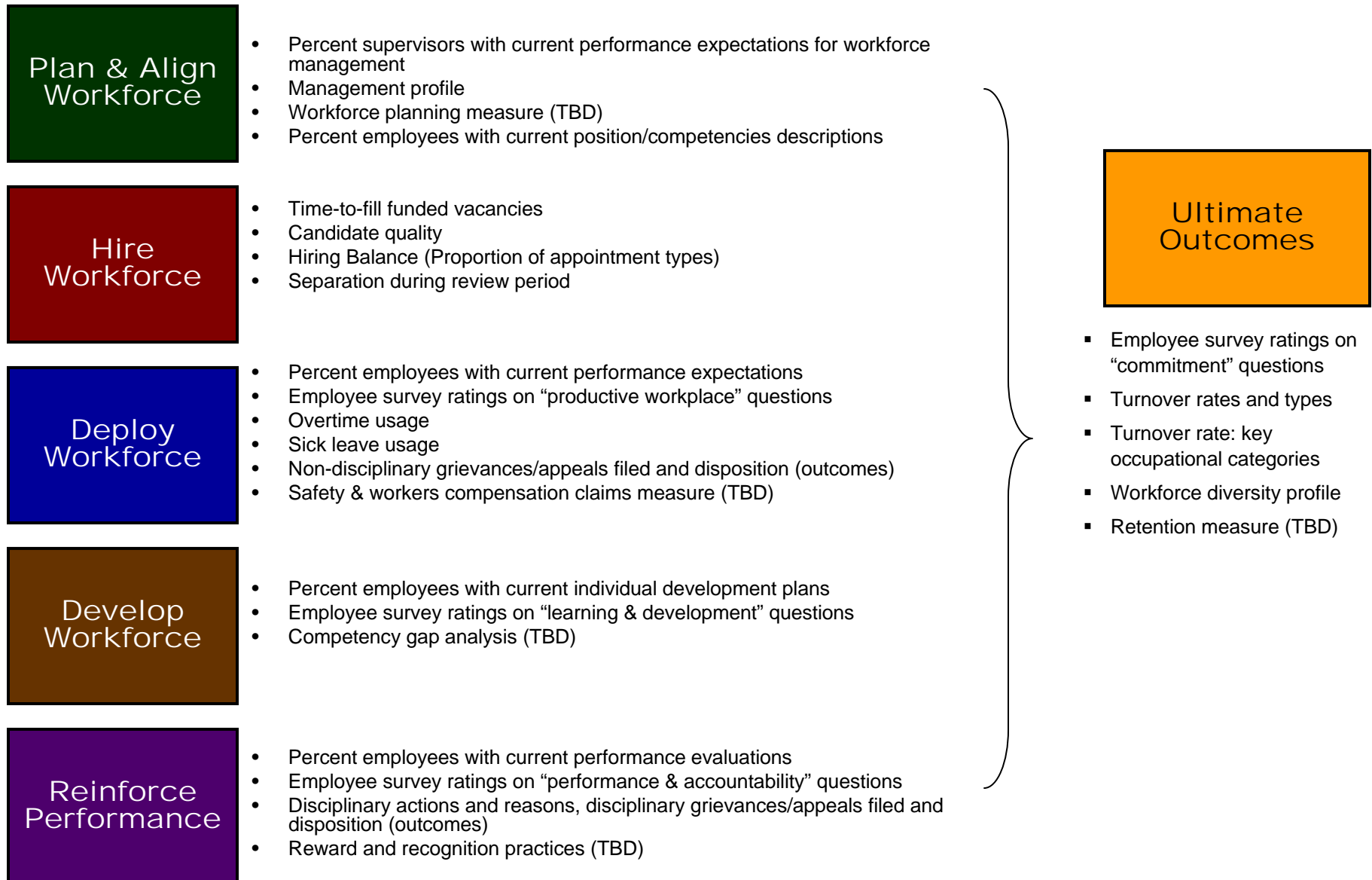
March 2007

Note: This is the standard format provided by DOP as of 1-1-07. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 50%

Total # of supervisors with current performance expectations for workforce management = 6

Total # of supervisors = 12

Analysis:

- Since January 1, 2007 several more position descriptions have been updated.

Action Steps:

Continuous improvement in this area.

The agency has instituted a practice of setting-aside time every other month for supervisors to work on preparing/updating performance development plans and position descriptions.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Management Profile

Number of WMS employees = 6

Percent of agency workforce that is WMS = 13.3%

Number of all Managers* = 13

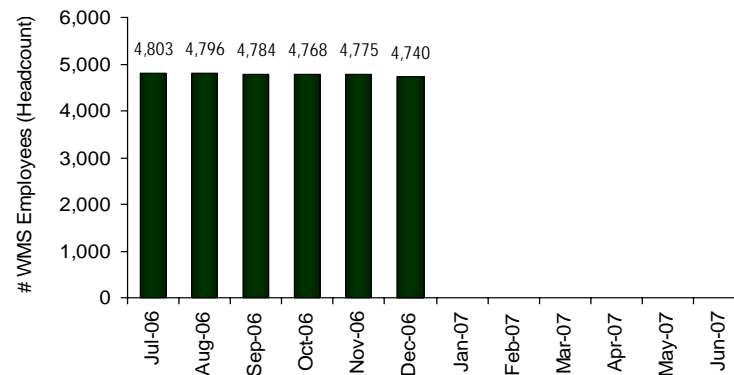
Percent of agency workforce that is Managers* = 28.8%

* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

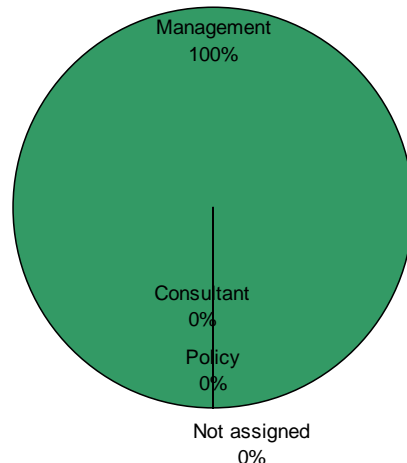
Action Steps:

**Washington Management Service
Headcount Trend**



[Use of this chart is optional]

WMS Management Type



Manager	[6]
Consultant	[0]
Policy	[0]
Not Assigned	[0]

Data as of 12/31/2006
Source: Agency Records

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 23.8%

Total # of employees with current position/competency descriptions* = 10

Total # of employees* = 42

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- Since December 31, 2006, more position descriptions have been updated.

Action Steps:

- The agency has instituted a set-aside of time every other month, for managers to work on preparing/updating performance development plans and position descriptions.
- Aim for continuous improvement.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*: 82

Number of vacancies filled: 5

*Equals # of days from hiring requisition to job offer acceptance

Candidate Quality

	Percent	Number
Candidates interviewed who had competencies needed for the job	100%	
Hiring managers who indicated they could hire best candidate	100%	1

Analysis:

- Positions in classes such as Museum and Preservation Specialist typically require national advertisement in order to attract a viable candidate pool.

Action Steps:

- Advise all individuals who inquire about potential employment opportunities with the Washington State Historical Society to complete a job-seeker profile in E-recruiting.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

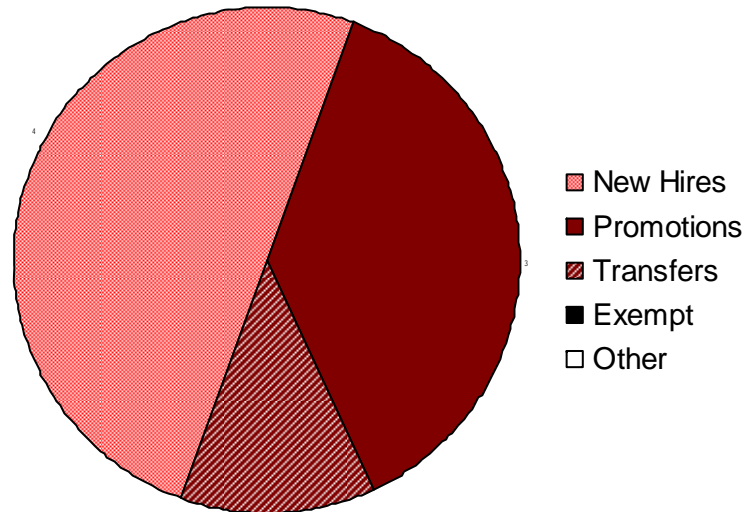
Time-to-fill vacancies

Candidate quality

**Hiring Balance
(proportion of
appointment types)**

**Separation during review
period**

Types of Appointments



Total number of appointments = 5

Time period = 7/1/2006 through 12/31/2006]

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & RIF appointments

Analysis:

Action Steps:

Separation During Review Period

Probationary separations - Voluntary 0

Probationary separations - Involuntary 0

Total Probationary Separations 0

Trial Service separations - Voluntary 0

Trial Service separations - Involuntary 0

Total Trial Service Separations 0

Total Separations During Review Period 0

Time period = 7/1/2006 through 12/31/2006]

Data as 12/31/2006]

Source: HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 33.3%

Total # of employees with current performance expectations* = 14

Total # of employees* = 42

*Applies to employees in permanent positions, both WMS & General Service

Analysis:

- There was improvement since the last report.

Action Steps:

- Aim for continuous improvement.
- The agency has instituted a set-aside of time for managers to work on preparing/updating performance development plans and position descriptions.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

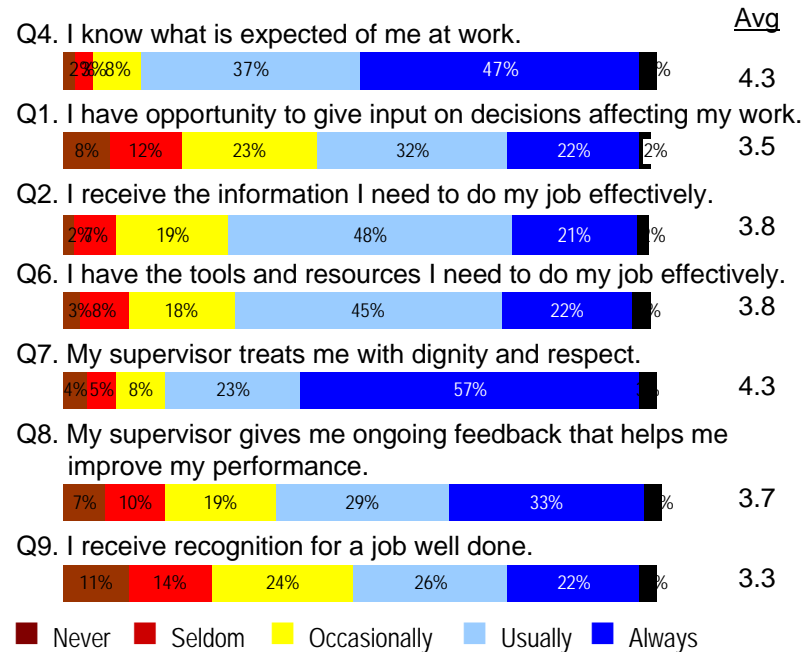
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Employee Survey "Productive Workplace" Ratings



[DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA]

Overall average score for Productive Workplace Ratings: [X.X]

Analysis:

- No survey data was collected for WSHS during this period

Action Steps:

- WSHS expects to participate in the next survey

Data as of [Enter Date]
Source: [Enter Data Source]

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

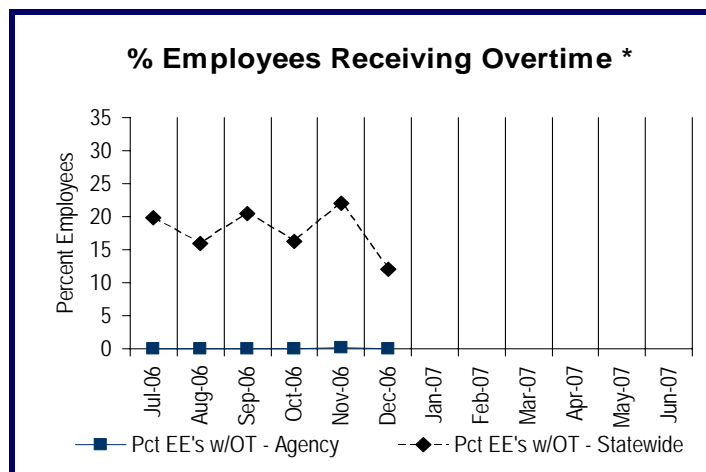
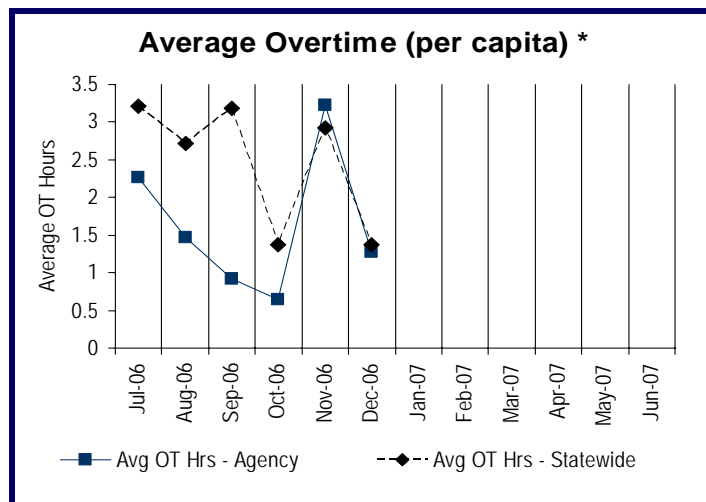
Employee survey ratings on "productive workplace" questions

Overtime usage

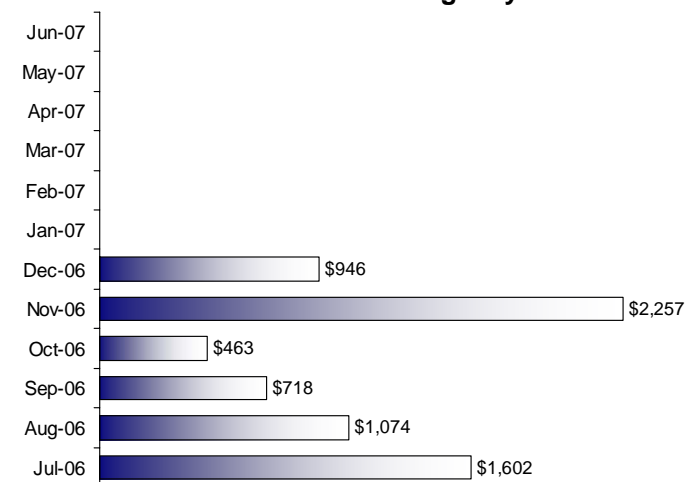
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)



Overtime Cost - Agency



Analysis:

- Overtime peaked in November because of overtime paid to overtime-eligible employees who worked because the Washington State History Museum was open.
- Action Steps:**

* Statewide overtime values do not include DNR

Data as of 12/31/2006

Source: HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

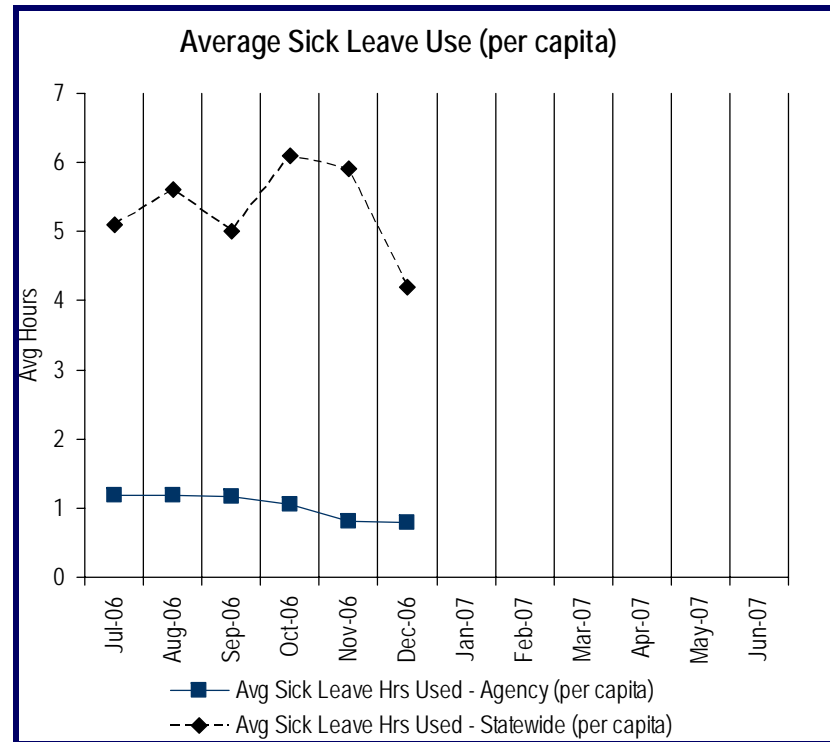
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Sick Leave Usage



Analysis:

- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]
- [XXX]

Action Steps:

- [XXX]
- [XXX]
- [XXX]

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
[1.03] Hrs	30.6 Hrs	[15.54]%	74%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
[6.37] Hrs	35.2 Hrs	[110.15]%	74%

Sick Leave time period = 07/01/2006 through 12/31/2006.

* Statewide data does not include DOL, DOR, L&I, and LCB
Source: HRMS

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

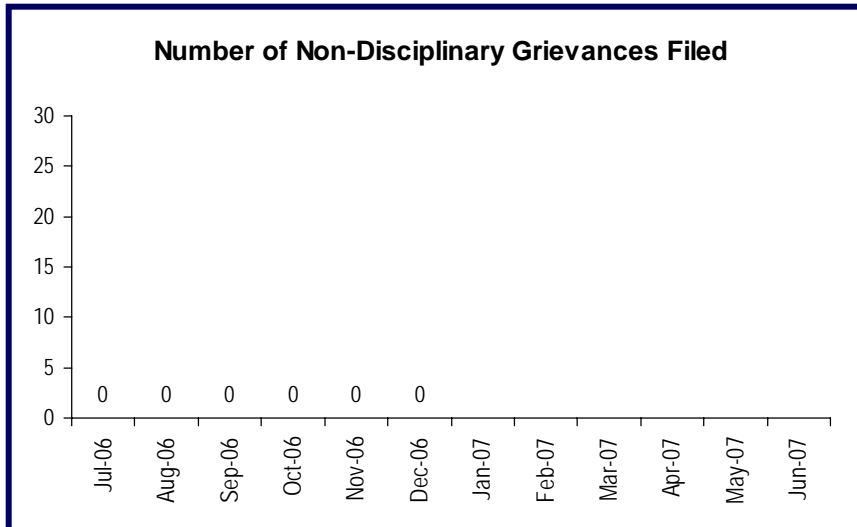
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Washington State Historical Society

Non-Disciplinary Grievances (represented employees)



Total Non-Disciplinary Grievances = 0



Non-Disciplinary Grievance Disposition* (Outcomes determined during [mm/yy] through [mm/yy])

-]

Analysis:

- The agency has no represented employees.

Action Steps:

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of 12/31/2006
Source: N/A

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Washington State Historical Society

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

Time Period = [mm/yy] through [mm/yy]

- [0] Job classification
- [0] Rule violation
- [0] Name removal from register
- [0] Rejection of job application
- [0] Remedial action

[0] Total filings

Filings with Personnel Resources Board

Time Period = [mm/yy] through [mm/yy]

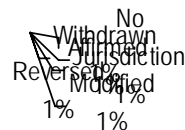
- [0] Job classification
- [0] Other exceptions to Director Review
- [0] Layoff
- [0] Disability separation
- [0] Non-disciplinary separation

[0] Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

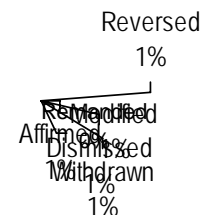
Director's Review Outcomes



Total outcomes = [0]

Time Period = 7/1/2006 through 12/31/2006

PRB/PAB Outcomes



Total outcomes = 0

Time Period = 7/1/2006 through 12/31/2006

Source: Dept of Personnel

[SAMPLE DATA ONLY. DOUBLE CLICK ON THE CHARTS TO ENTER YOUR AGENCY'S DATA INTO THE DATASHEET]

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 30.9%

Total # of employees with current IDPs* = 13

Total # of employees* = 42

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow.	<u>Avg</u>
0%	3.6
Q8. My supervisor gives me ongoing feedback that helps me improve my performance.	
0%	3.7

[DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA]

Overall average score for Learning & Development Ratings: 0
]

Analysis:

- The agency did not participate in the last survey but intends to participate in the next.

Action Steps:

- The goal is to continuously improve.
- The agency has instituted a set-aside of time every other month, for managers to work on preparing/updating performance development plans and position descriptions.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees* with current performance evaluations = 30.9%

Total # of employees with current performance evaluations* = 13

Total # of employees* = 42

*Applies to employees in permanent positions, both WMS & GS

Analysis:

- There was improvement since the last report.

Action Steps:

- The agency has instituted a set-aside of time every other month, for managers to work on preparing/updating performance development plans and positions descriptions.
- The goal is for continuous improvement.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

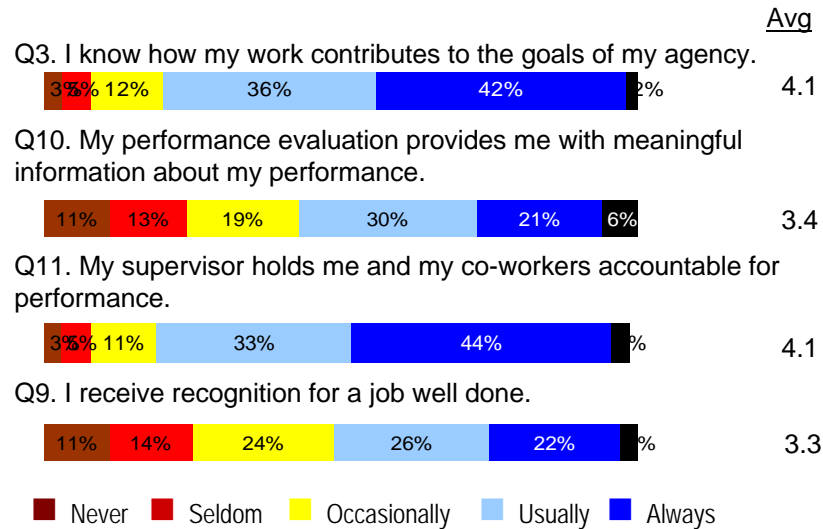
Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings



Overall average score for “Performance & Accountability” ratings: [XX]

Analysis:

- WSHS has not participated in the Employee Survey to date.

Action Steps:

- WSHS intends to participate in the next survey.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken

Time period = 07/01/2006 through 12/31/2006

Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	0

* Reduction in Pay is not currently available in HRMS/BW.

Analysis:

- The agency had no formal disciplinary actions.

Action Steps:

Issues Leading to Disciplinary Action

-]

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

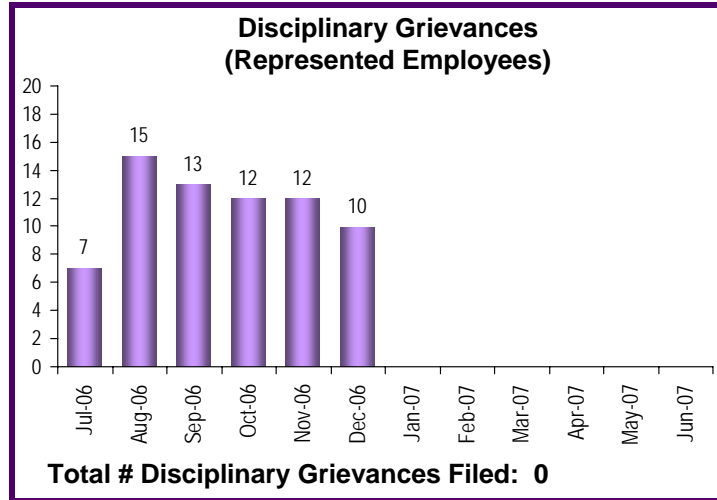
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

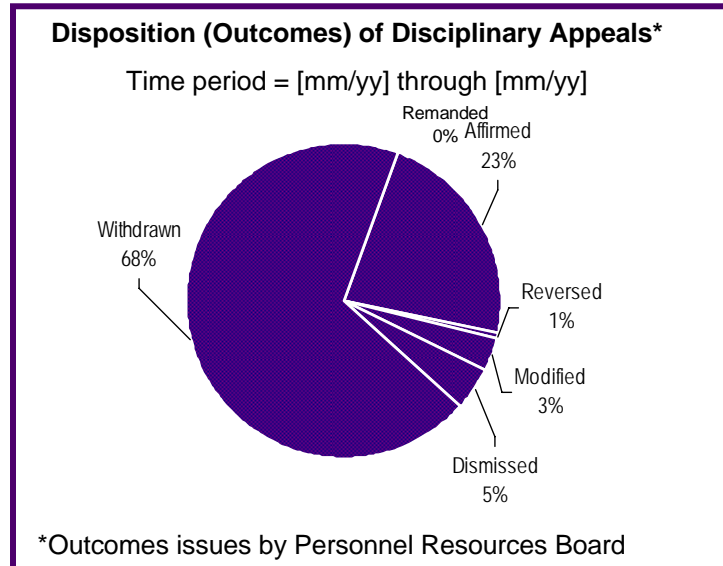
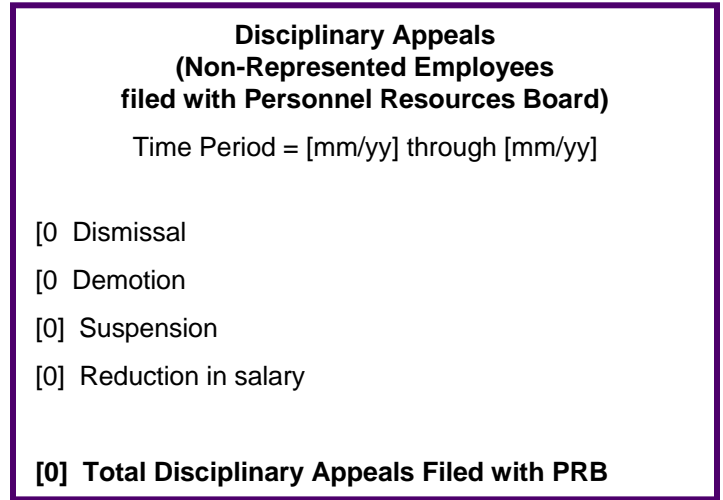
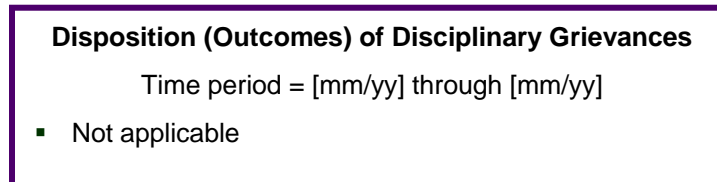
Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.



Data as of 12/31/2006
Source: N/A

[SAMPLE DATA ONLY. DOUBLE CLICK ON THE CHARTS TO ENTER YOUR AGENCY'S DATA]

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

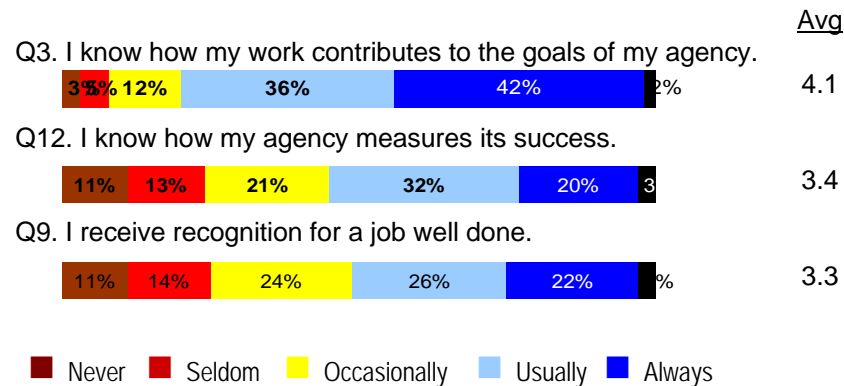
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: [XX]

Analysis:

- WSHS has not participated in the Employee Survey to date.

Action Steps:

- WSHS intends to participate in the next survey.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

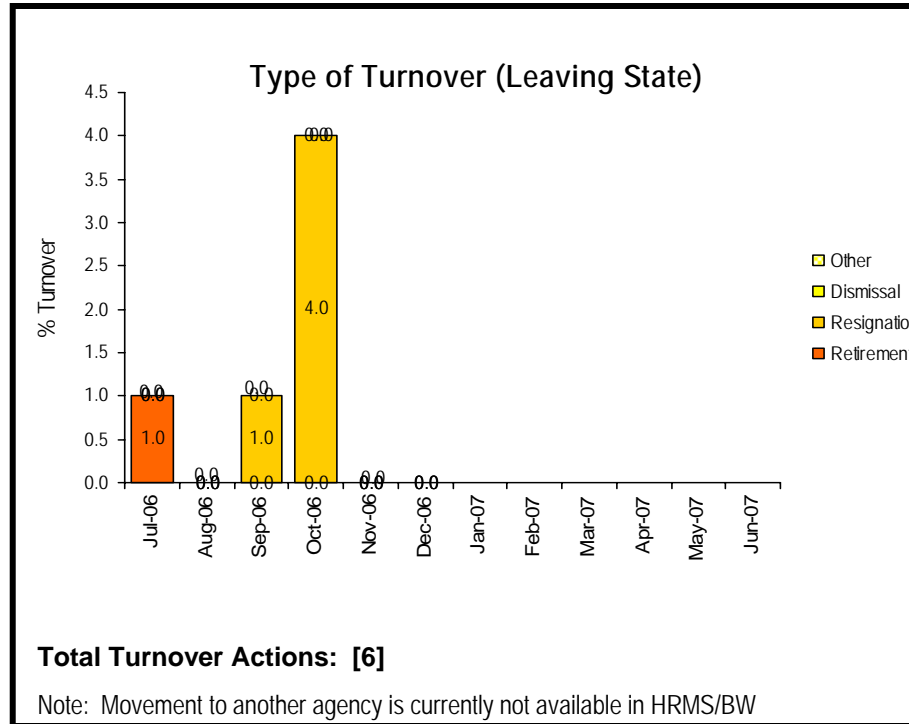
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates



Analysis:

- One employee retired.
- Four nonpermanent employees resigned.
- One student intern resigned.

Action Steps:

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

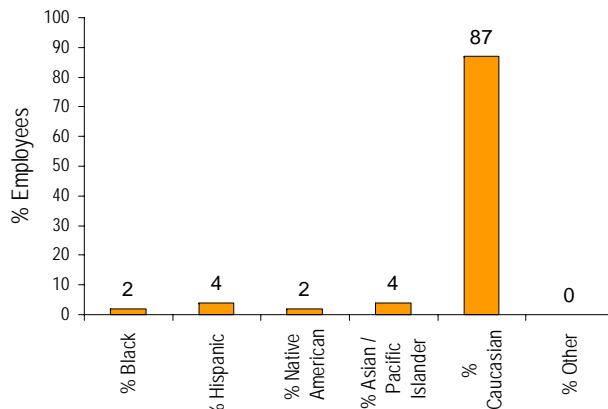
Workforce diversity profile

Retention measure (TBD)

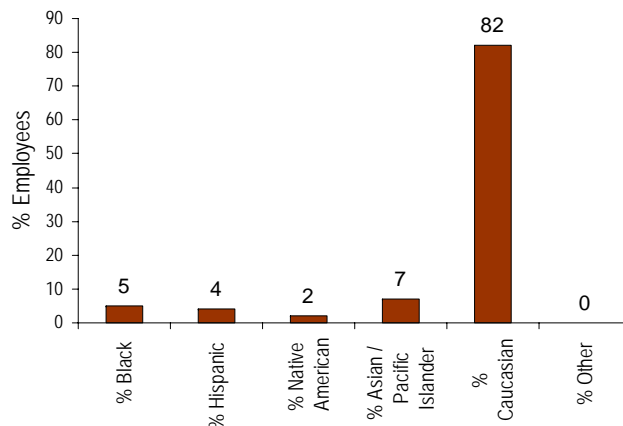
Workforce Diversity Profile

	Agency	State
Female	60%	52%
Disabled	7%	5%
Vietnam Vet	0%	7%
Disabled Vet	4%	2%
People of color	13%	18%
Persons over 40	71%	75%

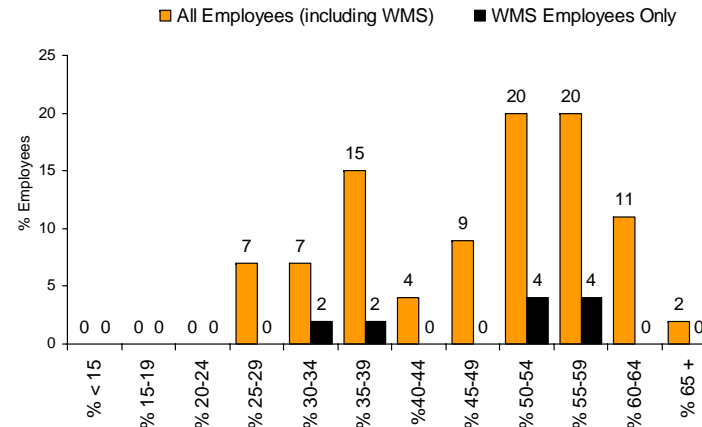
Diversity Profile by Ethnicity - Agency



Diversity Profile by Ethnicity - Statewide



Percent Age Distribution



Analysis:

Action Steps:

- The WSHS Board of Trustees and Director have identified succession planning as a work item.